It’s time to harness EI on the front line and drive the engagement movement
executive summary
As a nation, we are slipping globally in our productivity performance, currently ranking 22nd; a considerable fall from 15th place in 2009. The burning question for Australia right now is how do we address our falling productivity rates at a national and enterprise level, driving a greater global impact?

At FuturePeople, we believe higher engagement underpinned by Emotional Intelligence (EI) is part of the solution and needs to be high on the agenda. Engagement needs to be championed at all levels of government and within enterprise. That’s why we are leading an engagement movement to get the dialogue started – The Heartonomics™ Movement.

Recent findings from our Heartonomics™ Series of Reports underpins our movement. Our research aims to connect the dots between EI, employee and customer engagement, and profitability. Time and time again, we have found that harnessing EI delivers measurable benefits, with greater employee and customer engagement driving commercial success.

In this particular report, Accessing the Triple Bottom Line through Emotional Intelligence, we focus on the relationship between EI, greater employee engagement and commercial returns in the services industry and on the front line. Since 1995, research about EI has saturated the marketplace; however, most studies have revolved exclusively around EI and its impact on effective leadership. This report is the first of its kind for this reason.

In this study, we have set out to show how deeper engagement and better customer service performance can be achieved by harnessing EI. To do this, we have partnered with Genos, a leading research expert in EI, to assess and measure the EI levels of more than 1,000 employees and leaders in front line service environments, across multiple sectors. Our aim is to understand the role EI plays in performance and productivity improvement. Ours is the largest and most comprehensive study of its kind globally. We present our key findings in this report.

As you will see, organisations that harness EI on the front line deliver better customer experience, sales and productivity results. In this study, EI was found to correlate directly with the performance outcomes of contact centre workers. People with higher levels of EI make more calls per hour, have better schedule adherence and demonstrate more meaningful interactions with customers and colleagues in the workplace.

Recruiting and training staff in EI personalises interactions, creates connections and solves complex problems. Only by harnessing EI can we close the gap in employee and customer engagement, and drive productivity at an enterprise and national level.

At FuturePeople, we believe it’s time to recruit, develop and engage with EI front and centre. And it’s time for Australia to connect the dots between EI, employee and customer engagement, and greater commercial success - our version of the Triple Bottom Line - as we work to build a more innovative and productive nation.

We hope you find our report both compelling and insightful, and we welcome your feedback.

LINDA SIMONSEN
CEO, Founder
EI is not about having emotions: it’s about perceiving, understanding and managing emotions in constructive ways.

There is much confusion about EI in the workplace, with many people believing that emotions impair productivity at work. This is a common misconception. EI is not about having emotions: it’s about perceiving, understanding and managing emotions in constructive ways.

On paper, prospective employees can appear much the same. How people behave in practice, both in their role and with other employees, is integral to workplace success, for both individuals and organisations. As the workplace continues to evolve with new technologies, innovation and collaboration, the science of EI is becoming crucial and needs to be better understood throughout the enterprise.

As a skill set, EI is an important aspect of intellect that can determine workplace and life success. Having the ability to understand emotions—to be aware of them and how they impact personal behaviour and interactions with others—can improve an individual's 'people' skills and ultimately improve performance.

The conceptual model of EI was first created in 1990 by two psychologists, Salovey and Mayer. They identified four main arms that formulate EI, including: managing emotions, understanding emotions, facilitating thought and perceiving emotions. These are now known as the primary abilities of EI. Each skill can be easily identified, measured and developed, as shown in Figure 1.

Partnering with Genos for this research report, we take the definition and science of EI to a new level, where it can be measured and developed to harness customer engagement. Our scientific model, Heartonomics™, encompasses a number of different measurable skill sets, identifying how they impact social and day-to-day interactions with colleagues and customers. We will explore this, as well as key strategies for driving EI in your workplace, later in this report.
Emotional Self-Awareness is the skill of being aware of your own feelings and how your feelings impact your decision-making, behaviours and performance.

What we measured

Our comprehensive study, conducted in conjunction with Genos, was undertaken by over 1,000 employees working across a range of industries, in both front line contact centre agent and team leader roles.

The eight participating companies combined have a market capitalisation of over $15 billion (excluding government agencies) and together employ more than 16,000 people in Australia and the Asia-Pacific.

Our study involved participants and their direct reports completing both an EI and engagement survey online, via a web-based assessment system.

We measured seven EI competencies or ‘self skills’ - skills that help individuals foster more meaningful relationships and interactions with others.

The diagram explains these self-skills in more detail (see Figure 2).

The middle (teal) section in this diagram represents the seven emotional competencies. The left-hand column indicates low ‘being’ states in relation to these competencies, while the right-hand column represents high ‘being’ states.

Example: Emotional Self-Awareness is the skill of being aware of your own feelings and how your feelings impact your decision-making, behaviours and performance. Being low in this competency indicates a disconnect between your sense of self and behaviours. High Emotional Self-Awareness indicates strategic awareness of your feelings, and the impact they have on your decisions and productivity.

2. Emotional Intelligence Model (Figure 2), Genos International
<table>
<thead>
<tr>
<th>Unproductive States</th>
<th>Core Emotional Intelligence Skills</th>
<th>Productive States</th>
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<tr>
<td>DISCONNECTED</td>
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5 key insights

In this study, we measured performance factors linked to EI, such as sales results, unplanned leave, productivity and customer experiences.

We also assessed the role of EI in the workplace and how it contributes to culture and employee engagement. Overall, our research indicates that organisations need to measure, recruit and develop for EI.

Five key insights from our research are:

1. **High EI lifts performance and productivity significantly.**
   - Ours is one of the first studies to substantiate that EI underlies key skills and behaviours of contact centre staff; skills that are critical to successful job performance. According to our findings, employees with high EI are more motivated, engaged and productive in the workplace. Because EI fosters competencies such as Emotional Reasoning and Self-Management in the workplace, EI is shown to enhance individual job performance and productivity.

2. **Effective EI skills drive greater customer experiences.**
   - Our findings show that effective EI skills drive deeper engagement across the enterprise, including engagement with customers. Front line staff who harness EI are better equipped to manage customer needs and exceed customer expectations, lifting engagement to new heights. Engaged employees create an emotional connection with customers and deliver personalised experiences, engaging emotionally to solve the problem.

3. **EI boosts sales and drives greater commercial success.**
   - Research shows that 70% of customer interactions are grounded in emotional factors, meaning that employees with high EI skills sell more effectively. Employees with high EI quickly build rapport and foster trust, having needs-based conversations with customers. They deliver personalised solutions, as well as display greater resilience and tenacity. EI is also linked to employee engagement, enabling organisations to retain quality sales talent and drive discretionary effort from employees.

4. **Harnessing EI increases staff retention.**
   - Our findings indicate that people with higher levels of EI foster better relationships with others in the workplace, take less unplanned leave and are less likely to leave. Highly engaged leaders create engaged teams, driving higher productivity and performance, as well as lower attrition and its associated costs. Harnessing EI across every tier of an organisation significantly increases staff—and therefore customer—retention.

5. **Leaders with high EI engage employees.**
   - Our research shows that EI needs to be developed in leaders of front line staff. About 23% of a leader’s ability to facilitate valuable employee behaviours is based on their own EI. Leaders who harness EI drive deeper employee engagement and better performance. They are present, authentic and empathetic, as well as effective coaches, connecting their people to purpose. Leaders with these traits directly affect their employees’ commitment, discretionary effort and desire to improve.

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Recruiting and training staff in EI personalises interactions, creates connections and solves complex problems. Only by harnessing EI can we close the gap in employee and customer engagement, and drive productivity at an enterprise and national level.
02
key findings in detail
High EI lifts performance and productivity

Employees with high EI perform better at work and demonstrate deeper engagement with their organisation, lifting performance and profitability.

Our findings indicate that employees with high EI have a higher tendency to become brand advocates for their organisation and put in more discretionary effort, showing a significant positive correlation with praise and performance measures ($r = .29$ and $r = .33$ respectively). They are also less likely to leave and more likely to continuously improve upon their work (positively correlated with persistence and perfection, both $r = .3$).

The following traits directly impact the bottom line: employment brand, commitment, discretionary effort and continuous improvement. These traits make up what we call Behavioural performance.

Previously, organisations such as Gallup\(^4\) have found that organisations with high levels of Behavioural performance earn 3.9 times more per share than organisations with low levels of these employee Behaviours. Similarly, UK company, Kenexa\(^6\), has found that increased productivity resulting from workplace engagement has led to a £25.8bn increase in GDP. We found that high Behavioural performance grounded in EI correlates directly with higher productivity, affecting the bottom line.

For the service industry, high Behavioural performance consists of motivated and empathetic employees who genuinely care and strive to solve a customer’s problem. Employees who rank highly for Behavioural performance have significantly better EI than employees with low Behavioural scores.

Across multiple industries, it was evident that, on average, employees who exhibited high levels of overall performance also demonstrated higher than average levels of EI. Similarly, workers with low performance generally demonstrated lower than average EI skills. There was a direct correlation between high performance and EI across all participating companies.

Employees with high Behavioural performance also ranked highly in all seven of the EI competencies (see the ‘What we measured’ section). Employees who ranked highly for Behavioural performance demonstrated particular success in Emotional Self-Management and Self Control.

Emotional Self-Management and Self-Control are critical skills for front line people, who are often faced with stressful and emotionally demanding situations. By mastering Self-Management and Self-Control techniques, front line staff are able to manage conflict and display both resilience and patience. They are therefore able to empower others to do the same, whether customers or colleagues.

On the flipside, low Behavioural performance results in a limited capacity to overcome challenges. This is because employees with low Behavioural performance are often guarded, less empathetic, and lacking in Emotional Reasoning skills.

Our research indicates that unplanned leave is one of the biggest challenges for organisations today. Unplanned leave and absenteeism can stem from factors such as poor health, family commitments and other environmental factors. However, excessive sick leave is often reflective of employee disengagement, resulting from poor job fit or a lack of EI needed for the role. High sick leave is often a precursor to exit.

As front line service demands continue to take their toll, the number of worker’s compensation cases is also on the rise.

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4. See Appendix for definition of the correlation coefficient
Effective EI skills drive greater customer experiences

Employees with effective EI skills are the ones who foster excellent customer relationships, as a result of strong communication and ‘people’ skills.

Employees with high EI are the people who can ‘bounce back’. They know how to overcome challenges and find targeted solutions to customer problems.

Customer interactions can be challenging, requiring mental agility and emotional resilience. It’s therefore crucial that employees harness EI ‘self-skills’ on the front line. Heightened self-skills ensure employees have the EI to adapt to anything, including difficult customer interactions.

Organisations need to recruit for and train employees in EI, with self-skills at the core. By recruiting for EI, employees become better performers, more resilient and better at interfacing with customers. Developing EI and self-skills in the existing workforce invariably enhances customer experiences and performance.

People need to understand why they are part of an organisation and believe in what they do, ensuring that customers believe in that too. People who have purpose are the ones engaged, will go that extra mile, stay longer and become brand advocates.

Customer advocacy happens on the front line, when customers have experienced the limits of self-service technology and need a person to ‘show up’ to solve a problem or personalise a solution to their individual needs. These moments of truth are where loyal brand advocates are created.

Our research shows that levels of EI are strongly correlated with Service Quality and Customer Focus. Employees with effective EI skills understand how to regulate their own emotions and empathise with others. They are more motivated, committed and engaged in their role, contributing to a better customer experience.

Our study found that Service Quality scores were significant across all aspects of EI, most noticeably for components such as Emotional Awareness, Management of Others and Reasoning, identifying these as the key components that influence Service Quality.

Overall, employees with high Service Quality are better equipped to become brand advocates and establish positive relationships with customers through their EI skills.

According to the 2015 Customer Loyalty Engagement Index, consumers are looking for brands that better meet or surpass their expectations, particularly when it comes to emotional needs. Customer advocacy happens on the front line with people interacting with people: employees who are highly engaged and powered by EI.

Customers who feel looked after by front line staff, with their individual needs taken care of, will return time and time again. For customers, a great customer experience makes a lasting impression – one that they will recommend to their friends and networks.

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Figure 4 - High and Low EI Qualities

HIGH EI

- Confident & build strong relationship
- Empathetic & understanding
- Less likely to take leave
- Better able to regulate stress
- Self-aware & reflective
- Have more days off per year

LOW EI

- Unable to manage stress & work demands
- Lack of empathy & understanding
- Lack of self-awareness
- Unable to build positive rapport & relationships
EI boosts sales and drives greater commercial success

Employees and leaders with high EI form more positive relationships, boosting profitability on the front line.

Organisations need to recruit for and develop EI to boost customer loyalty and sales. Specific skills such as Emotional Management of Others and Emotional Reasoning help employees create more positive interactions and relationships on the front line, driving commercial success.

These skills increase personal resiliency and the ability to positively influence the emotions of others; key attributes of successful salespeople that are able to sell in difficult or demanding situations. Lack of EI skills and the inability to regulate negative behaviour negatively impact the bottom line.

In this study, we measured a range of sales performance indicators. The importance of high EI in delivering results was evident, with key indicators significantly affected by the EI competencies of Emotional Awareness, Emotional Management of Others and Emotional Reasoning.

Emotional Awareness relates to empathy; Emotional Reasoning involves incorporating emotional data into decision-making and problem solving, while Emotional Management of Others gives sales people a positive influence over customers. With 70% of customer decisions based on emotional rather than rational factors, these EI skills are particularly powerful sales competencies.

The ability to sell effectively is grounded in the ability to demonstrate a strong customer focus. Great employees demonstrate how a product or service aligns with a customer’s needs, within a framework of trust.

Employees with high Customer Focus scores have better Emotional Self-Management and Self-Control; more effectively express themselves; and are better at positively influencing the way others feel, through Self-Awareness. Employees with high Customer Focus therefore engage more meaningfully with customers.

In contrast, employees with low Customer Focus—and therefore low EI—have less Emotional Self-Control and Self-Management, as well as lower awareness and empathy for the feelings of others; and reduced ability to positively influence others. They are far less likely to become brand advocates or drive front line engagement.

Without deeply engaged employees, customers won’t receive authentic and personalised customer service. Deeply engaged employees have purposeful conversations with customers, delivering additional discretionary effort and a personalised experience. This creates loyal customers who buy more, stay longer, cost less to serve and will co-produce with you by providing insightful input. When customers are raving fans, they actively tell their networks about the brand and do the selling for you.

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Verbeke, Belschak, Bakker, & Dietz, 2008

Figure 5 - Difference in Customer Focus Scores by EI
Harnessing EI increases staff retention

Staff attrition costs Australian businesses $3.8 billion in lost productivity and $385 million in unavoidable recruitment costs\(^9\).

People high in EI build better relationships with their colleagues, relate better to customers and manage occupational stress more effectively. That’s why there’s such a significant positive correlation\(^{11}\) \((r = .7)\)\(^{12}\) between levels of EI within oneself and one’s own engagement level at work. Employees with high EI are more likely to take accountability for their own happiness at work. They have the skills to perform better and navigate difficult situations effectively building positive relationships with the manager and colleagues.

Instead of standardised company satisfaction surveys, managers who utilise EI to interact with their employees—and therefore take the time to understand them—are able to better assist their employees; improve workplace policies and procedures; form relationships and increase retention rates. Employees then have a better experience at work, are more committed, put in more discretionary effort and continually perfect what they do.

Harnessing EI across all levels is a sure-fire way to increase staff and customer retention. A manager’s EI has a positive influence on the engagement of their staff performance and ability to retain talent. Ultimately, the positive impacts on staff engagement will have a trickle-down effect through to customer experience.

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9. R. Simpson (2014)
10. The impact of emotionally intelligent leadership on talent retention, discretionary effort, and employment brand. Benjamin R Palmer & Gilles E. Gignac: March 2013, Genos
11. See Appendix for definition of the correlation coefficient
12. GENOS 2014
Leaders with high EI engage employees

High EI creates significantly higher performance for both employees and leaders.

We found a direct correlation between the EI scores of leaders and the engagement of their employees, with 23% of variability in employee engagement scores accounted for by the corresponding manager EI score.

Previous research\(^{13}\) has also demonstrated the relationship between a leader’s EI and the impact upon their team (r=.56), directly impacting an employee’s own engagement score. Leaders who scored in the top percentile for EI had the most engaged employees, with zero employees who reported being ‘Not Engaged’ or ‘Actively Disengaged’. This positive correlation was further demonstrated in management, as managers in the lower EI percentiles had significantly larger incidences of ‘Not Engaged’ employees.

Leaders with high EI empower others to engage and inspire more meaningful interactions on the front line. Visible and empowering leaders also provide a strong strategic narrative about the brand.

Employees with high EI are also more likely to be engaged. They form better internal relationships and are better at managing workplace conflict and stress.

The best organisations understand the important link between engaged employees, engaged customers and a strong bottom line. For any business, having healthy, happy and motivated employees underpins a productive culture and is the key to enhanced performance.

Investing in the EI of employee and leaders not only leads to better customer experiences and sales results, but enhances engagement, productivity and bottom line results.

Incorporating EI training among an established workforce helps employees to actively manage customer interactions and to develop as a team overall. Leaders who have moved up through the ranks due to technical capabilities need to be equipped with more than managerial skills and be taught the ‘art of leadership’.

When leaders help employees maximise their potential and achieve their career goals, the real hidden potential in the workforce is unlocked.

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14. The impact of emotionally intelligent leadership on talent retention, discretionary effort, and employment brand. Benjamin R Palmer & Gilles E. Gignac: March 2013, Genos (Figure 6)
Customer advocacy happens on the front line, when customers have experienced the limits of self-service technology and need a person to ‘show up’ to solve a problem or personalise a solution.
implications of EI in workplaces
5 key benefits of harnessing EI on the front line

**Enhance customer engagement and increase sales.**
A successful front line interaction is almost entirely dependent upon the EI skills of front line staff. Harnessing EI on this level means that each customer interaction is unique and tailored to the individual customer emotionally, ensuring a positive experience is received, time and time again. This creates a loyal client base and customer advocacy, driving an organisation’s profitability in the long-term by influencing sales performance indicators.

**Accelerate team collaboration and performance.**
The best employees are those who are highly engaged, in turn engaging and positively influencing customers and colleagues. By recruiting for EI, organisations can build better team cohesion and rapidly accelerate performance. Employees with high EI work more effectively in teams; adjust smoothly to change; are more flexible and work collaboratively with others. Engaged employees go that extra mile; take less unplanned leave; stay longer and become brand champions for their organisation.

**Lift employee performance and reduce unplanned leave.**
Like any physically demanding job, an emotionally demanding job needs its employee to stay fit and healthy emotionally to ensure success. Recruiting for EI and incorporating EI training amongst an established workforce will strengthen team resilience, adaptability and ability to manage stress, resulting in less unplanned leave and worker’s compensation claims relating to stress and reduced attrition. This leads to greater commercial success.

**Foster future leaders equipped to engage and deliver performance.**
By recruiting for and training talented people in EI and ‘self-skills’, organisations can both identify future leaders immediately, and foster individual potential over time. Using EI as a measure and training tool will build leadership ‘bench strength’, enhance employee engagement and accelerate the organisation’s productivity and profitability. Harnessing EI is a sure-fire way to foster a talent pool and raise the performance bar over time.

**Enhance bottom line performance and profitability.**
For any business, the driving force behind change is related closely to company profit and performance improvement. By harnessing EI within the workplace, at all levels of management and the front line, the bottom line can be enhanced. Recruiting for and developing EI in the workplace will result in a full scope of engagement across every platform, providing the basis for overall business improvement. This will show up in dollars and cents.
Recruiting for and developing EI in the workplace will ultimately result in a full scope of engagement across every platform, providing the basis for overall business improvement. This will show up in dollars and cents.
03 / IMPLICATIONS OF EI IN WORKPLACES
your EI tool kit
How to measure, recruit and develop EI

We have the secret sauce! When it comes to the ‘how’ in harnessing EI effectively for your organisation, we have the answers.

Our unique Heartonomics™ methodology is designed to drive higher business performance through harnessing engagement, powered by Emotional Intelligence.

Heartonomics™ is about the intrinsic link between customer and employee engagement: the economic value of how employees and customers feel. This is underpinned by EI.

By harnessing EI, today’s leaders can create a passionate and energetic work culture that in turn empowers employees and engages customers. EI isn’t a personality factor: it’s a measurable skill. It can be taught and strategically developed.

By recruiting for EI and investing in EI training programs, organisations can increase the lifetime value of their customers and develop raving fans. We aim for this disruptive report to pioneer the integration of EI into recruitment, development and engagement strategies across organisations worldwide.

Let’s get started!

1. **Measure EI: understand its role in your team’s performance**

To leverage deeper engagement across your organisation, first gain an understanding of the state of play of EI in your workplace. How does EI contribute to performance outcomes? Measure your team’s EI to find out which competencies are important to specific roles, in what quantity and why.

Using our EQ3 Tool, we develop your own individual EI profile for high performance, which you can recruit against and develop your employees towards, to drive deeper engagement with customers.

Here are some initial questions to consider when assessing the state of EI in your organisation:

- How emotionally intelligent is your organisation – is EI a priority?
- Do your leaders know how to connect their people to purpose?
- Have you invested in building trust with employees and customers as a sales competency?
- Do change initiatives focus on equipping employees to navigate emotions?
- Are your leaders equipped to develop a mentally healthy workplace culture?
- Are your front line employees connecting emotionally with customers to create advocates?
- Do your front line employees know how to turn conflict into engagement?
2. Recruit for EI to increase success and performance

Recruiting both leaders and front line employees with EI leads to greater employee engagement, customer experience, sales outcomes and productivity. We help you create your own online EI profile for recruitment by targeting performance outcomes specific to your organisation. To ensure you recruit the right talent for your organisation, it’s crucial to measure EI skills in the recruitment process. Assess factors such as emotional fitness for emotional labour—what we call ‘self-skills’. Recruiting for these traits will help you identify future leadership talent at the same time.

Our FutureFit™ recruitment process uses diagnostic tools to measure ‘psychological fit’ and EI skills. Our scientific methodology recruits for EI, not just technical competency. This is because engagement roles, customer or leadership, are emotionally demanding, requiring emotional fitness for sustained performance.

It’s important to design an emotionally intelligent recruitment process – which we run for you or train your internal team to use. Using our online tools, you can measure your candidates against the ideal industry profile, or develop a brand new profile and online assessment just for you.

Remember that recruiting for high EI opens up a talent pool: front line people with future leadership potential. Given the intrinsic relationship between EI and effective leadership, recruiting the right people for front line roles is critically important. Front line people have a knowledge base from within your organisation and first-hand experience with customers, positioning them as excellent future leaders.

Here are some questions that you should be asking of prospective employees when you recruit for EI:

- Think of a time something disappointing happened to you at work. How did you deal with it?
- Was there a time when you had to manage a situation with someone at work when they were emotional? What did you do?
- Have you ever had to communicate something that you knew would be difficult? How did you approach it?
- Think of a recent situation at work where you needed to get a person to buy into a decision. What did you do?
- If you sometimes feel demotivated at work, how does it impact your performance?

Front line people have a knowledge base from within your organisation and first-hand experience with customers, positioning them as excellent future leaders.
How to measure, recruit and develop EI continued

3. Develop EI on your front line and in your leaders

After measuring the EI of your employees and leaders with our diagnostic tools and recruiting the right people, invest in providing targeted training to your existing workforce on the EI competencies that relate to your organisation’s performance outcomes. For example, develop Emotional Awareness of Others to drive sales; enhance Emotional Self-Awareness to support a culture change initiative; or invest in Emotional Self-Management training to reduce unplanned leave.

Don’t forget that emotionally intelligent leaders drive deeper employee engagement, better team performance and a high performance work culture. Once you have measured the EI of your leaders and provided targeted training on EI competencies specific to your organisation, you will see that leaders with high EI can navigate change and evolve into high performers who coach others with clarity, confidence and credibility, building high-performing teams.

We offer classroom training, experiential digital learning solutions and coaching in a range of EI related skills, including:

- **Emotional Fitness for Employees and Leaders**
  Equipping leaders and employees with the knowledge and skills to tap into their EI. The aim of this course is to help you nurture a workplace culture that is conducive to emotional wellbeing, enhances resilience, reduces stress and ultimately increases productivity and performance.

- **Engaging Customers and Employees with EI**
  This course teaches employees and leaders to harness their EI and deliver customer experiences that result in emotional attachment to the brand, deepening both customer and employee engagement. The aim of this course is to increase customer experience scores, enhance employee engagement and deliver greater productivity and performance.

- **Enhancing Performance with EI**
  This course is designed to boost performance by equipping employees and leaders with influencing skills, helping them navigate ‘tough’ conversations with clarity and confidence. Leaders emerge equipped with the ability to effectively manage performance and coach with credibility and impact. Employees learn valuable negotiation and navigational skills for difficult customer scenarios. They can then sell by building trust and delivering personalised solutions to customer needs.

OR let us customise something just for you based on your Emotional DNA for High Performance!

Leaders with high EI can navigate change and evolve into high performers who coach others with clarity, confidence and credibility, building high-performing teams.
By harnessing EI, today’s leaders can create a passionate and energetic work culture that in turn empowers employees and engages customers. EI isn’t a personality factor: it’s a measurable skill. It can be taught and strategically developed.
# Appendix

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<tr>
<th>Company</th>
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<th>No. Employees (Aus/Aus, Asia-Pac Area) as of 2015</th>
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**Definition of Correlation statistic:**

The correlation coefficient measures the variance that one variable has on another. When two variables are positively correlated, the value of the dependant variable increases/decreases as the independent variable increases/decreases. When negatively correlated, the value of one increases as the value of the other decreases.

R values in psychology that range from 0.25 to about 0.70 are considered statistically significant. Correlation coefficients are expressed as value (r) between +1 and -1. A coefficient of +1 indicates a perfect positive correlation while the coefficient of -1 indicates a perfect negative correlation. A coefficient of zero indicates that there is no statistical relationship between changes in the variables.

**Disclaimer:** The data reported in this paper is based on the responses of the companies that participated in our 2016 survey. Percentages are representative of the survey sample. Any reproduction of this material must credit FuturePeople. This report may be cited as: Accessing the Triple Bottom Line through Emotional Intelligence - FuturePeople Report 2016. © Copyright FuturePeople 2016
FuturePeople
Level 4, 228 Pitt St
Sydney NSW 2000
P  02 9024 2900
F  02 9252 0634

For any inquiries, please send us an email on:
service@futurepeople.com.au
www.futurepeople.com.au

Follow us on social media:
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